



FM 3-0

Operations

JUNE 2001

DISTRIBUTION RESTRICTION:
Approved for public release, distribution is unlimited

**HEADQUARTERS
DEPARTMENT OF THE ARMY**



**UNITED STATES ARMY
THE CHIEF OF STAFF**

Foreword

On The Army's 226th birthday, we can reflect on a record of distinguished service to our Nation and honor those who have gone before us. Yet, we must also look forward to the challenges of the future as we transform ourselves with confidence in our ability to grow adaptive leaders who will sustain that record of service to our Nation. It is to that end that we publish FM 3-0, our capstone operations doctrine, which describes how Army forces, as part of the joint team, will be responsive and dominant across the full spectrum of operations.

The Army is a doctrine-based institution whose capabilities apply across the range of military operations and spectrum of conflict. That spectrum describes an absolute requirement for land forces in joint, combined, and multinational formations for a variety of missions extending from military engagement to stability and support operations to major wars, including conflicts involving the potential use of weapons of mass destruction. Once forces are engaged anywhere on that spectrum, winning comes from the courage and competence of our soldiers, the excellence of their training, the confidence in their equipment, the soundness of their doctrine, and above all, the quality of their leadership.

Warfighting, and by extension less violent actions, depends on a few "rules of thumb." First, we win on the offense; we must be able to defend well, but you win on the offense. Next, we want to initiate combat on our terms -- at a time, in a place, and with a method of our own choosing -- not our adversary's, our choosing. Third, we want to gain the initiative and retain it -- never surrender it if possible. Fourth, we want to build momentum quickly. And finally, we want to win -- decisively. These rules of thumb require commanders to master transitions, to be adaptive. Transitions -- deployments, the interval between initial operation and sequels, consolidation on the objective, forward passage of lines -- sap operational momentum. Mastering transitions is key to maintaining momentum and winning decisively. This places a high premium on readiness -- well trained Soldiers; adaptive leaders who understand our doctrine; and versatile, agile, and lethal formations.

FM 3-0, *Operations*, discusses how to master those transitions, how to apply combat power, and how to think about operations. In short, it provides a professional intellectual framework for how we operate. FM 3-0 is the continuation of a work in progress. This edition has been shaped by our experiences and experiments since the first post-Cold War FM 100-5 published in 1993 and the duties we foresee for our Nation in this early part of the 21st century. Doctrine is an Army imperative. As such, we all need to read it, understand it, and apply its principles and concepts to our training, leader development, and warfighting execution. This ensures The Army will remain ready to fulfill its nonnegotiable contract with the American people -- to provide the landpower to fight and win the Nation's wars -- decisively.

Soldiers on point for the Nation.

A handwritten signature in black ink, reading "Eric K. Shinseki".

ERIC K. SHINSEKI
General, United States Army